Department of Enterprise Services--Strategic Framework

Washington State Department of
Enterprise Services

Strategic Clarity 2014

STRATEGIC ANCHORS

MISSION: We deliver innovative, responsive, cost-effective and integrated solutions and services to meet the diverse needs of our customers.

VISION: We enable government to best serve the people of Washington.

OUR CUSTOMERS FEEL: Informed, confident, respected, satisfied, and successful.

"What you need. How you need it. When you need it."

VALUES

Openness
We listen and communicate to promote understanding, transparency and trust.

Integrity
We act with honesty, fairness, accountability and the highest ethical standards.

Collaboration
We work together to achieve shared goals.

Respect
We treat everyone professionally and value each other's efforts and ideas.

Excellence
We exemplify teamwork, commitment and responsiveness in the pursuit of quality.

Innovation
We encourage creativity and informed risk-taking.

GOALS

Deliver exceptional services.

Reduce the overall cost of government operations.

Empower and support employees.

Keep improving.

Department of Enterprise Services--Strategic Framework
Goals and Aspirations

Deliver Exceptional Services

Our customers call us first for any support service need. They know us as innovative problem-solvers and committed partners. They have confidence that we understand their needs and will exceed their expectations. They appreciate our ability to deliver integrated services and solutions with ease.

Reduce the Overall Cost of Government Operations

Everyone agrees that DES provides substantial value and we can clearly show how our efforts have reduced the cost of government operations. All DES services are competitively priced for the value delivered.

Empower and Support Employees

People want to come to work here—we attract top and diverse talent. Team members have opportunities every day to learn, grow, and make a difference. Each of us feels like a co-owner, empowered and accountable for the problem-solving and innovation needed to achieve agency goals. Every team member feels connected, successful, committed, respected, and recognized for their contributions.

Keep Improving

DES is a role model in Lean culture and improvement results for state government. Continuous improvement is infused in all aspects of the DES culture and every team member is empowered to solve problems. Everyone at DES has the problem-solving tools, knowledge, coaching and support they need to make improvements every day.

Key Challenges We Face

- Most of our lines of business are experiencing global transformations. The pace of innovation and change in private and personal sectors may drive expectations faster, perhaps, than we can remove barriers to meet them. We need to improve our ability to monitor market forces and to reinvent the manner in which we meet customer needs.
- We must embrace change and become masters at successful transitions.
- Keeping an up-to-date understanding of the expectations of our business partners and customers will require sustained commitment and investment as they face similar requirements for change.
- The ever more competitive environment requires us to accelerate the development of financial and business acumen in every employee and to provide support for innovation throughout the agency.
- As the economy improves, attracting, growing and retaining top talent in high-demand fields will be a challenge. Profound demographic changes in this country will affect our workforce support needs.
- We must shatter old perceptions of central service providers and demonstrate our forward-thinking, responsive, high-value and essential contributions to government. We need a sustained way to deliver this story that is mindful of the regular leadership changes inherent in government.
- As the financial pressures in government grow, we will be expected to contribute in reducing the overall costs of government operations in important ways. We will need to develop creative financing strategies for the investments necessary for innovation and retooling to support the changing needs of customers.

Department of Enterprise Services--Strategic Framework

Agency Strategies

Strategy Statement	The Implied Choices
We will understand the government customer better than anyone	• We will focus on the government market • Understanding our customer needs is a top priority of business focus at DES • We must demonstrate through our delivery that we understand and can satisfy these needs • We must understand our customers' businesses, becoming thoroughly familiar with their goals and the barriers to achieving them.
Our integrated services provide ease and value to the customer	• We will dismantle silos and will operate in ways that ensure we see and seize integration opportunities
We seize opportunities for the state as a whole	• We will not look solely at the customer making the request, but also beyond to the overall needs of the state • We will pursue shared and enterprise strategies whenever possible
The price and value of our services compare favorably to the market	• We must know market prices and how to meet them, beat them, or provide extra value the customer needs. • We will know and can explain how our services differ in scope and value from the market
We tell the story of our true performance and value	• We have processes that enable us to measure our performance • We are open, transparent and accurate about our performance story • Every employee will be equipped to tell the story